



## 2.0 STRATEGIC PLANNING.

**2.1 Strategy Development Process.** Fort Benning has a dynamic planning process led by the QUEST. The strategic planning process is a continuous cycle of planning and program development that allows us to respond quickly to new opportunities, shifting environmental conditions, and changing customer needs. The Strategic Planning Process is at Figure 2.1 below.

(Figure 2.2). Our key mission process and support process teams perform a Strength, Weakness, Opportunity, and Threat (SWOT) analysis that constitutes a Pework Summary for the QUEST Offsite Conference. The QUEST then identifies Goals (Measures of Success) by gauging the difference between current and desired performance and considering those areas driving our performance in the Near, Mid, and Long-term

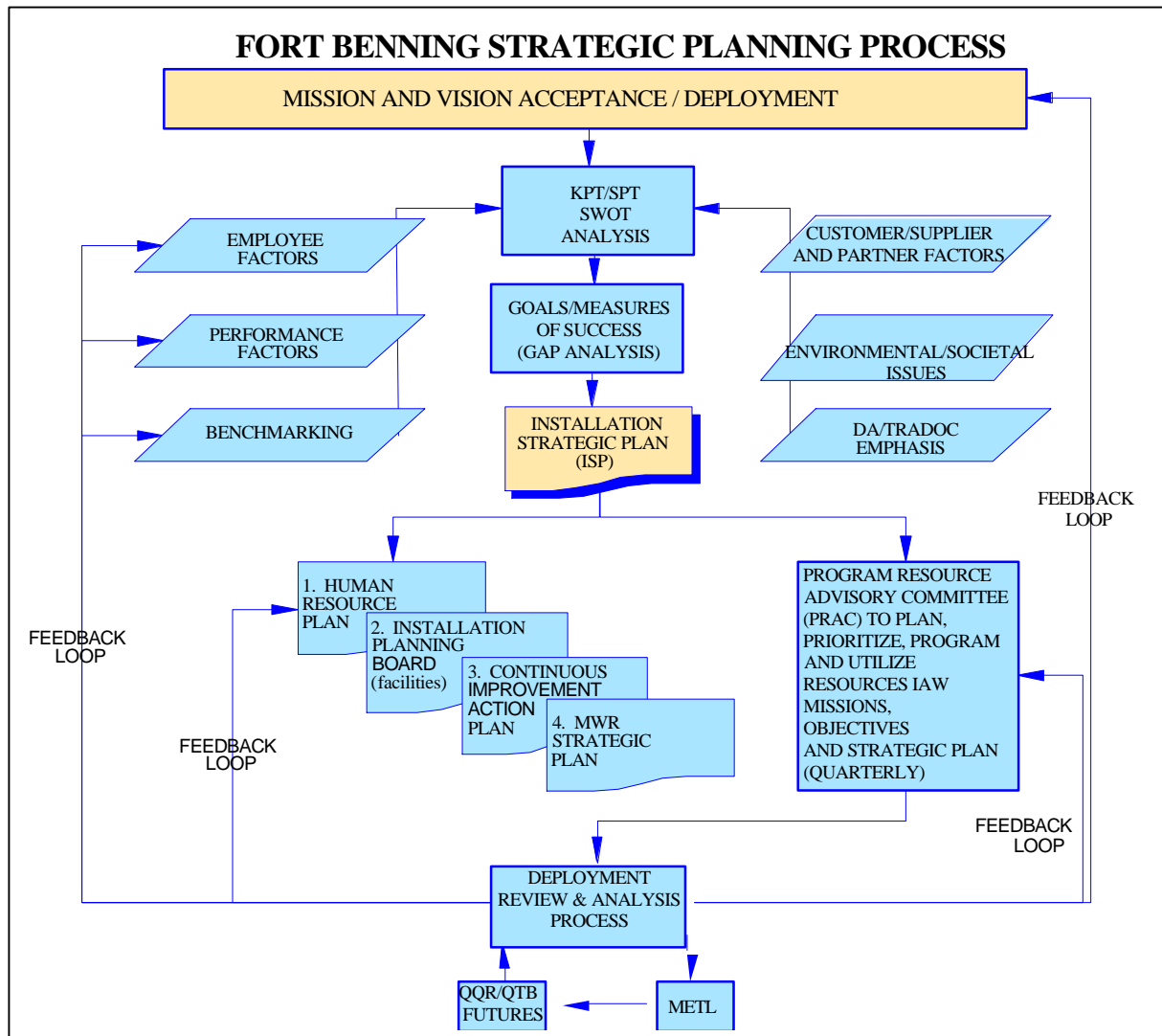


Figure 2.1

**2.1a Strategy Development.** We begin our strategy development process with a data collection phase that incorporates our mission and vision for the installation. We consider many factors in the Strategy Development Process

(2000, 2005, 2018). The QUEST reviews and evaluates vision, mission, values, and objectives then integrates those SWOT factors which have the highest correlation to the gap between current operations and where we want to be in the future



(Figure 2.1). Strategies and action plans emanate from our Goals and are deployed through our key mission and support processes (Figures 4.4 and 4.5)

**2.1a(1)** In addition to the factors listed in Figure 2.2, many customer requirements and expectations are captured in Army long-range planning documents, such as the Army Master Plan and the Army Modernization Plan. For U.S. Army Forces Command (FORSCOM) and Special Operations Command (SOCOM) customers, we maintain and execute Operations and Contingency Plans and DA Mobilization Plans, which clearly define specific operational requirements. All customer, supplier and partner input is important to us in defining our customer requirements. We receive this input through the various listening and learning strategies identified in Figure 3.3. Figure 3.4 depicts additional strategies to develop customer focus, new customer and market requirements and expectations, strategies, and action plans for improvement.

develop a strategy for installation performance and process improvements are:

- Human Resource Plan
- Installation Planning Board
- Fort Benning Continuous Improvement (CI) Action Plan
- Morale, Welfare, and Recreation (MWR) Strategic Plan

Specific customer requirements and expectations are generated during all phases of the strategic planning cycle. We include tenant customers in the Goals (Measures of Success) for the SWOT analysis and in the ISP process. They also use the four supporting planning documents mentioned above.

**2.1a(2)** We incorporate competitive and comparative factors into the SWOT analysis of our key processes (Figure 2.2). The Base Realignment and Closure (BRAC) process assisted Fort Benning in acquiring the following tenant activities: the U.S. Army Physical Fitness School,

BUSINESS AND RISK FACTORS CONSIDERED IN THE STRATEGIC DEVELOPMENT PROCESS				
CUSTOMER/EMPLOYEE REQUIREMENTS 2.1a(1) (4)	COMPETITOR INFORMATION 2.1a(2)	FINANCIAL/SOCIETAL RISKS 2.1a(3)	ORGANIZATIONAL CAPABILITIES 2.1a(5)	SUPPLIER/PARTNER CAPABILITIES 2.1a(5)
<u>Customers:</u> Customer Comment Cards Customer Complaints Sunshine Letters Customer Involvement in Forums Surveys Focus Group Data KPT/PAT Data Participation Rates Product and Service Demand Job Order Performance and Response Time Employee Customer Service Training BOSS Council Meetings QUEST Waiting Lists/Times <u>Employees:</u> Employee Awareness Work and Job Design Compensation/Recognition Education, Training and Development Well Being and Satisfaction	Local Retail Facilities Local Grocery and Produce Facilities Local Restaurants Regional Recreation/Sport Facilities Off-Post Housing Off-Post Schools Local Newspaper Local Benevolent Organizations Benchmarking Data Competitive Comparison Data Accessibility Introduction of New Products and Services Service After the Sale Customer Satisfaction Levels Market Advertising Power Projection Platforms Privatization Efforts Utilities Management Product/Service Selection	Budgetary Cuts Personnel Cuts Mission Creep BRAC Reduction of Training Availability Infrastructure Requirements Deployments Unforecasted Expenses and Requirements Expanding Market Declining Market Environment Regulatory Requirements Societal Impacts Increasing Costs Fraud, Waste, and Abuse Energy Costs Facilities Upkeep Award Participation Lack of Advertising Capability Reorganizations Housing Demands	Customer Focus Professional, Dedicated Employees World-Class Performance Automation Employee Performance Listening and Learning Methods APIC Deployment Continuous Improvement Planning QUEST Quality Focus Action Planning KPT/PAT Operations Awards Program Quality Training Effective Measurements Power Projection Self-contained City Empowerment Partnerships Instructors Proficiency "Infantry Attitude"	Accurate, timely Information Vendor Performance Contract Specifications Right Quantity Right Quality Right Place Right Time Automation Follow-up Competitive Bids Compliance Ethics Restock Rates Response Time Timeliness of Mission Guidance Higher HQs Performance Privatization Efforts Prime Vendor Credit Card Purchases PX/Commissary Vendors Key Suppliers Essential Suppliers

Figure 2.2

The Installation Strategic Plan (ISP) is the framework for installation strategy development. The four supporting planning documents used to

the Chaplain's Family Life Center, the Dental Activity Residency Program, and the Southeast Civilian Personnel Operations Center. In addition, four Active Army units have been restationed or



activated at Fort Benning, and the Army's Infantry Basic Non-Commissioned Officer Course was consolidated here this year. Currently, the National Guard Officer Candidate School is completing its final phase here on a trial basis.

**2.1a(3)** Financial and societal risks are inherent in our strategic planning (Figure 2.2). They are part of Assumptions and Trends (Figure 2.3) and are considered in our SWOT analysis to ensure that strategies, goals and measures align efforts to

In the Infantry Futures process the Advanced Warfighting Experiment (AWE), conducted with a brigade-sized combined arms team at Fort Hood and Fort Irwin, was an outstanding effort to reduce the risks inherent in fielding future Infantry units on the digitized battlefield. New concepts were tried, analyzed, modified, retried, and reanalyzed to ensure Soldiers had the chance to provide user level input and to guarantee proposed new equipment met tough and demanding field conditions.

The Division Advance War-fighting Experiment (DAWE), conducted in a computer-simulated environment, will further reduce significant financial risk of fielding a full-up digitized Division and Corps by the year 2004. The results of AWE and DAWE efforts will come together in Army XXI in 2010 and Army After Next in 2025. Fort Benning is responsible for the Infantry's piece of these experiments, and is the honest broker representing the customer for everything the Soldier consumes, carries as a part of his individual equipment, or wears.

Infantry Training and Force Protection also

consider risk formally in Commanders' Risk Assessments which seek to manage risk prudently while continuing to provide tough, challenging, realistic training for combat. Additionally, the Directorate of Community Activities manages a comprehensive program that analyzes all available statistical data and advises unit commanders of the status of their command climate and inherent risks (Figures 7.3.14 and 7.3.15).

STRATEGIC PLANNING LINKAGE				
<u>ASSUMPTIONS</u>  Fort Benning's Force will continue Training, Equipping, and Deploying Infantry Soldiers and Units for War. Force Projection Requirements will Increase.  Quality of Life Demands will increase.  <u>TRENDS</u>  Resources, Dollars, and Numbers of Available People will Decline. Certain Military Skills will be Scarce. More Decisions will be made on New Technology resulting in an Increase of Technology/Automation. The OPTEMPO will Continue to Increase.  Changes in Mission and Force Structure will Result in Training Changes.  Environmental Issues will Continue to Cause Concern and Focus. Privatization and Contracting will Increase.  Infrastructure will Continue to Age. Effective Planning and Funding must be Targeted.  Challenge to Instilling Army Values and the Infantry Culture in New Soldiers will Increase.  Tenant Units will Increase as Other Bases Close.  Demands for Fiscal Efficiency will Increase.	<u>KEY PROCESSES &amp; GOALS</u>  <u>INFANTRY PROPONENT:</u> 1. <u>Training</u> : Provide the Army the Best Trained Soldiers, Leaders, Units, and Training Products by Operating the World's Premier Warfighting School at the Home of the Infantry. 2. <u>Doctrine</u> : Provide Soldiers, Leaders, and Army Units the Best, Clearest, and Most Timely Warfighting Doctrine in order to Achieve Decisive Victory. 3. <u>Future</u> : Lead the Army in the Design and Development of Close Fighting and Soldier Systems for Army XXI and Army After Next. <u>FORCE PROJECTION</u> : 4. Deploy and Support Individuals, Units, and Contingency Forces On Time, Every Time. <u>INSTALLATION MANAGEMENT</u> 5. <u>Quality of Life</u> : Provide Soldiers, Civilians, Families, and Retirees a Quality of Life Second to None. 6. <u>Work Force</u> : Recruit, Train, and Retain a World-Class, Customer -Focused Work Force. 7. <u>Force Protection</u> : Protect Soldiers, Civilians, Families, and Resources Entrusted to Our Care. 8. <u>Stewardship</u> : Be the Most Efficient and Effective Steward of Resources within TRADOC.	IMPROVEMENT STRATEGIES	Key Mission and Support Process Team Measurement Areas/Action Plans	Near-Term; Mid-Term; Long-Term 2000-2005-2018 Performance Measures and Strategic Plans
Competitive Comparisons and Benchmarking Opportunities				

Figure 2.3

improve performance (Figures 4.4 and 4.5). Areas of risk that have a significant impact on us range from changing roles and mission to base closure, fiscal resources, manpower spaces, technology, regulatory changes and an unpredictable customer base. The alignment of our key processes with our customer segments allows us to monitor trends, analyze critical data, and reduce the impact of unexpected changes that occur.



**2.1a(4)** People issues are key to our success (Figure 2.2). Our mixture of Soldiers and civilian employees requires us to consider the future needs of five distinct work force components: Officers, Non-Commissioned Officers/enlisted personnel, appropriated fund civilians, non-appropriated fund civilians, and contract employees. The capability of this multi-dimensional work force to meet our future goals is an integral part of the strategic planning process. As key process owners develop their strategic goals, Fort Benning's Human Resource Plan incorporates work force needs into work design, employee development, recognition compensation and recruitment personnel programs. Our Work Force 2018 projects will integrate what key process owners identify as their human resource needs. Our Work Force process action team is working with the Department of Defense, Department of the Army, and Office of Personnel Management to define the futuristic personnel system plans for our military and civilian employees.

**2.1a(5)** We continually assess organization capability factors during planning for our key processes (Figure 2.2). This is especially true when we execute our mobilization missions. Contingency Operations must be continually reviewed in the event of a required training base expansion. As an example, one of our greatest organizational strengths is our force projection capability for individuals, units, and equipment. This process is constantly refined and improved as new opportunities and strategic operations emerge. The strategies outlined in Figure 3.3 also provide valuable information to help us seek new opportunities to improve what we do.

**2.1a(6)** Supplier and partner capabilities are important factors in developing strategy (Figure 2.2). As we refine our data collection techniques, we are often able to determine supplier and partner capabilities and inputs. When large-scale strategic proposals occur, such as contracting out entire services, the installation is in a better working relationship to negotiate and the supplier is better informed on how to proceed with the strategic endeavor. Use of Installation Support Agreements aligns our common services with our partners.

**2.2 Organization Strategy.** We develop goals and linking goals from the ISP with responsible owners identified accordingly. Once strategies are developed, we deploy these goals, monitor them, and make short-term adjustments as necessary. The Quarterly Quality Reviews (QQRs) at the garrison level and Quarterly Training Briefings (QTBs) for the U.S. Army Infantry School are formally scheduled sessions where the QUEST reviews past performance and plans for improvement (Figure 4.2). The Program Resource Advisory Committee (PRAC) is another important process that guarantees user input to ensure resource allocation matches mission and task assignment, and assigned expected performance.

**2.2a Strategy and Action Plans.** QTBs and QQRs align Mission-Essential Task Lists (METL) with internal performance measures. METLs are developed at each directorate and subordinate organization to relate installation and key process activities to organization functions. At the individual level, goals and objectives are developed using the Total Army Performance Evaluation System for civilians and the Officer Evaluation Report and Non-Commissioned Officer Evaluation Report systems for Soldiers. Customer service is a major performance objective in all senior level evaluation reports. Additionally, benchmarks and benchmarking processes are used to generate improvements based on our Goals (Measures of Success). Some key areas we assess are standards, resources, waste elimination, environmental issues, supplier cost, and availability. We also look for areas to cut costs, cycle time, and achieve a better return for our investment. This is done through monitoring performance measures (Figures 4.4 and 4.5) relative to stated standards at the QTBs and QQRs.

Fiscal data is considered in our strategic planning process and is a key element in developing our plans. The most common means of providing financial data is through junior and senior PRACs. In each activity, program directors distribute their budget to the work unit level, where the individual who prioritizes work assignments is the same individual who allocates the budget. One outcome of the PRAC is the Funded Functions Worksheet that correlates dollar estimates with various





activity levels of service that can be prioritized according to short-term strategies and in alignment with installation goals. The principal resources committed, prioritized, and programmed are funds, manpower, materiel, and facilities.

Our Work Force Goal is to recruit, train, and retain a world class, customer focused work force. We used the Army goals and values, along with Fort Benning's vision, missions, Infantry Culture, Goals, and strategic goals to develop the Human Resource (HR) Plan (Figure 2.4).

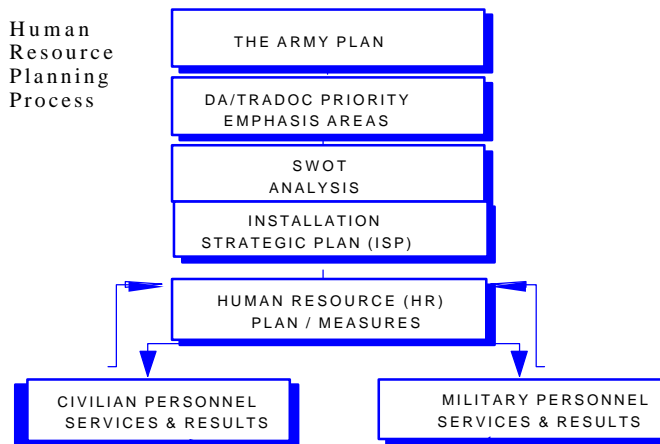


Figure 2.4

Through the QUEST, we link our HR Plan to the ISP. From these linking goals, we develop long-range objectives and strategies (Figure 2.5). The HR Plan identifies mid-term and short-term objectives and action plans to achieve our work force goals. Our two HR systems are indicated in Figure 2.4.

**2.2b. Performance Projection.** We anticipate the installation population to grow due to the unit

restationing and training function consolidation. Concurrently, we expect to have a leaner and smaller core organization by eliminating middle management layers and streamlining support processes. Automation will ease the communication flow and allow access to an improved review of performance measures. Additionally, increased use of benchmarking will allow leaps in performance necessary for a competitive edge.

Operationally, we will have made significant strides in making Force XXI, the Army's comprehensive process for modernizing and preparing for the 21<sup>st</sup> Century, a viable reality for the force. Fort Benning will be at the forefront of developing and fielding technologically advanced warfighting systems. We will have published sound warfighting doctrine to cover the entire operational spectrum, especially for those contingencies in the stability and support contingency operations. The use of simulations will increase and provide a low cost means of evaluation for examining new tactical concepts, emerging technologies, and other operational factors relevant to the Infantry Force. We will take advantage of advanced electronic communications to distribute training not only within TRADOC but also Army-wide. Force Projection will remain one of our key missions, with ever-increasing usage as a Joint Training Exercise location. Fort Benning will continue to grow, become more efficient, and provide quality products and services while simultaneously improving our performance as we enter the 21<sup>st</sup> Century and beyond –“*I am the Infantry, Follow Me!*”

HR GOALS	LONG -RANGE OBJECTIVES	STRATEGIES	RESULTS
Maximize efficiency and effectiveness of work force by work/job design. Goals 5, 6	Provide efficient position advisory services. Provide effective organizational design. Provide quality, timely classification advisory/job design svcs.	Reduce supervisory layers. Deploy work process analysis. Exploit technology. Conduct reviews.	7.3.17 - 7.5.21
Ensure employees and leaders are well trained and competent. Goals 5, 6	Identify installation training needs. Provide and administer employee training. Provide leadership training. Increase TAQ education.	Identify future core job competencies. Train/develop employees. Integrate emerging technologies.	7.3.6 - 7.3.10
Execute compensation and recognition programs. Goal 6	Execute recognition programs to stimulate performance. Provide excellent employee support service programs.	Provide a full range of benefits. Conduct individual/team recognition.	7.3.1 - 7.3.5
Recruit and maintain a high quality work force. Goal 6	Promote a safe, caring work environment. Provide timely job fill. Provide career and promotion opportunities. Support special emphasis programs. Tie individual objectives to METLs. Effectively execute downsizing. Continue management and labor partnerships.	Make work force safety a priority. Analyze personnel processes to improve quality. Improve centralized/mobile personnel services.	7.3.12 - 7.3.19

Figure 2.5